

APPENDIX A*

MEMORANDUM OF AGREEMENT ON MANAGEMENT OF MULTISERVICE SYSTEMS/ PROGRAMS/PROJECTS

***Appendix A consists of a document reformatted from the original. It is intended for illustrative purposes only. Page location of specific text varies somewhat from the originals.**

MEMORANDUM OF AGREEMENT ON THE MANAGEMENT OF MULTISERVICE SYSTEMS/ PROGRAMS/PROJECTS

1. Purpose:

This Memorandum establishes policies for implementing multiservice systems, program/project management in accordance with DoD Directive [DoDD] 5000.1, "Acquisition of Major Defense Systems," 13 July 1971¹⁰. It is the basic policy document for management of multiservice systems, programs and projects, and the framework within which, like DoDD 5000.1, acquisition management procedures must operate.

2. Policy:

The Service designated as the Executive Agent shall have the authority to manage the program/project under the policies and procedures used by that Service. The Program/Product Manager, the Program/Project Management Office, and, in turn, the functional elements of each Participating Service will operate under the policies, procedures, data, standards, specifications, criteria and financial accounting of the Executive Service. Exception, as a general rule, will be limited to those where prior mutual agreement exists or those essential to satisfy the substantive needs of the Participating Services. This may require the Participating Services to accept certain deviations from their policies and procedures so as to accommodate the assumption of full program/project responsibility by the Executive Service. Demands for formal reporting as well as non-recurring needs for information will be kept to a minimum.

¹⁰ Author's Note: Although written in the early 1970's, this MOA is still considered by the Joint Logistics Commanders (JLCs) to contain valid guidance. However, the reader should substitute reference to current DoD 5000 documents where appropriate.

3. Responsibilities:

a. The Executive Service will:

- (1) Assign the Program/Project Manager.
- (2) Establish an official manning document for the Program/Project Management Office which will incorporate the positions to be occupied by representatives of the Participating Services, e.g., Department of the Army Table of Distribution and Allowances (TDA)/Department of the Navy Manpower Listing/Department of the Air Force Unit Detail Listing (UDL). The manning document developed from the Joint Operating Procedure on Staffing will also designate a key position for occupancy by the Senior Representative from each of the Participating Services.
- (3) Staff the Program/Project Management Office with the exception of the positions identified on the manning document for occupancy by personnel to be provided by the Participating Services. Integrate the Participating Service personnel into the Program/Project Management Office.
- (4) Be responsible for the administrative support of the Program/Project Management Office.
- (5) Delineate functional tasks to be accomplished by all participants.

b. The Participating Services will:

- (1) Assign personnel to the Program/Project Management Office to fill identified positions on the manning document and to assist the Program/Project

Manager in satisfying the requirements of all participants. Numbers, qualifications and specific duty assignments of personnel to be initially provided by each Participating Service will be reflected in the Joint Operating Procedure.

- (2) The Senior Representative from each Participating Service will be reflected in the Joint Operating Procedure.
 - (3) The Senior Representative from each Participating Service will be assigned to a key position in the Program/Project Management Office and report directly to, or have direct access to, the Program/Project Manager. This key position could include assignment as Deputy to Program/Project Manager. He will function as his Service's representative, with responsibilities and authorities as outlined in Paragraph 3.d of this Agreement.
 - (4) Provide travel funds and support necessary for the accomplishment of the responsibilities of their representatives in the management of the Program/Project.
 - (5) Accomplish Program/Project functional tasks as specifically assigned in the Charter, in the Master Plan and Joint Operating Procedures (JOPs), or as requested and accepted during the course of the Program/Project.
- c. The Program/Project Manager will:
- (1) Satisfy the specific operational, support and status reporting requirements of all Participating Services.

- (2) Be responsible for planning, controlling, coordinating, organizing and directing the validation, development, production, procurement and financial management of the Program/Project.
 - (3) Review, on a continuing basis, the adequacy of resources assigned.
 - (4) Assure that planning is accomplished by the organizations responsible for the complementary functions of logistics support, personnel training, operational testing, military construction and other facilities, activation or deployment.
 - (5) Refer to the appropriate authority those matters that require decisions by higher echelons. The following items will be referred to appropriate authority:
 - (a) Deviations from the established Executive Service policy except as specifically authorized by the Program/Project documentation (reference Paragraph 4 below).
 - (b) Increases in funding of the Program/Project.
 - (c) Changes to milestones established by higher authority.
 - (d) Program/Project changes degrading mission performance or altering operational characteristics.
- d. Participating Service Senior Representative(s) within the Program/Project Management Office will:
- (1) Speak for his parent Service in all matters subject to the limitations prescribed by his Service. Au-

thority of the Service Senior Representative is subject to the same limitations listed above for the Program/Project Manager.

- (2) Refer to his parent Service those matters which require decisions by higher echelons.

4. Documentation:

Management for particular Multiservice Program/Projects shall be documented by:

- (a) A Multiservice Program/Project Manager Charter. The responsible Commander in the Service having principal Program/Project management responsibility will cause the preparation, negotiation and issuance of a jointly approved Charter which will identify the Program/Project Manager and establish his management office. The Charter will define his mission responsibility, authority and major functions, and describe his relationships with other organizations which will use and/or support the Program/Project. The Charter will describe and assign responsibility for satisfying peculiar management requirements of Participating Services which are to be met in the Program/Project and will be jointly approved of the Headquarters of each involved Service by persons officially appointed to approve such Charters.
- (b) A Program/Project Master Plan. This is the document developed and issued by the Program/Project Manager which shows the integrated time-phased tasks and resources required to accomplish the tasks specified in the approved statement of need/performance requirements. The plan will be jointly approved for each involved Service by persons officially appointed to approve such plans.

- (c) Joint Operating Procedures (JOPs). These will identify and describe detailed procedures and interaction necessary to carry out significant aspects of the Program/Project. Subjects for JOPs may include Systems Engineering, Personnel Staffing, Reliability, Survivability, Vulnerability, Maintainability, Production, Management Controls and Reporting, (including SAR), Financial Control, Test and Evaluation, Training, Logistics Support, Procurement and Deployment. The JOPs will be developed and negotiated by the Program/Project Manager and the Senior Representative from the Participating Services. An optional format is suggested in Attachment 1 to this Agreement. This action will be initiated as soon as possible and accomplished not later than 180 days after promulgation of the Multiservice Program/Project Manager Charter. Unresolved issues will be reported to the Charter approving authorities for resolution.
- (d) Coordination/Communication. Where Participating Services are affected, significant program action, contractual or otherwise, will not be taken by the Program/Project Manager without full consultation and coordination with the Participating Services while the matter is still in the planning stage. All formal communications from the Program/Project Management Office to higher authority in the Executive or Participating Services will be signed by the Program/Project Manager or his designated representative. Substantive change to the Charter, Master Plan, or JOPs will be negotiated with affected participating Services prior to issuance as an approved change. No restrictions will be placed on direct two-way communications required for the prosecution of the Program/Project work effort, other than that required for security purposes.

1 Atch (JOP Format)

We approve this Memorandum of Agreement and its implementing regulation.

/s/HENRY A. MILEY, JR.
General, USA
Commanding General
US Army Materiel Command

/s/I.C. KIDD, JR.
Admiral, USN
Chief of Naval Material
Naval Material Command

/s/JACK J. CATTON
General, USAF
Commander
Air Force Logistics Command

/s/GEORGE S. BROWN
General, USAF
Commander
Air Force Systems Command

20 July 1973

JOINT AMC/NMC/AFLC/AFSC OPERATING PROCEDURE FORMAT

I. INTRODUCTION:

This paragraph is intended to give a description and a brief review of the functional area of interest including why the JOP is necessary. Outline briefly the overall requirement which needs fulfillment.

II. SCOPE:

This scope will outline the various phases of the Program/Project and tie down the overall limits of the functional area of interest in terms of time and any special provisions or limitations.

III. REFERENCES:

Include all applicable AMC/NMC/AFLC/AFSC regulations, directive, etc., that are pertinent to the functional area of interest.

IV. RESPONSIBILITIES:

This paragraph is intended to identify the relationships and responsible entities such as who has the overall management responsibility and who has the support responsibility. In addition, this paragraph should describe what the “product” or the effort should be.

Atch 1

V. PROCEDURES:

This paragraph should define the work to be accomplished and indicate the main steps of action, including coordination, which are required to conduct the tasks involved properly in developing the functional area of interest.

APPROVAL:

Senior Representative
Participating Service

Program/Project Manager
Executive Service

¹ This memorandum of agreement is published as a joint regulation, AFLC/AFSC R 800-2. AMCR 70-59/NAVMATINST 5000.10A.

